

# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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Please destroy CJCSI 1331.01A, 12 February 1999 "Same Subject"

DJS-G/FO  
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CJCSI 1331.01A  
12 February 1999  
CH 1 15 March 1999

### MANPOWER AND PERSONNEL ACTIONS INVOLVING GENERAL AND FLAG OFFICERS

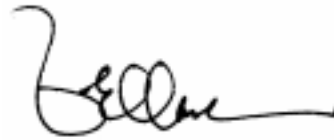
References: See Enclosure F

1. Purpose. This instruction provides policy, responsibilities, and guidance for the effective management of general/flag officer (G/FO) actions involving joint duty assignments (JDAs) or positions of importance and responsibility per title 10, United States code and Department of Defense policy and directives.
2. Cancellation. CJCSI 1331.01, 10 February 1995, is canceled.
3. Applicability. This instruction applies to the Office of the Secretary of Defense (OSD), Defense agencies and Defense field activities, the Joint Staff, combatant and international commands, Defense colleges, other special activities, and the Military Services. Collectively, these organizations will be referred to herein as joint organizations and activities.
4. Policy. G/FO joint management is guided by provisions of title 10, USC; DOD directives and instructions; and as amplified by this CJCSI.
5. Definitions. See Glossary.
6. Responsibilities. Responsibilities of joint organizations and activities are provided in Enclosures A through E.
7. Summary of Changes. This instruction updates the authorized ceilings for G/FO structure spaces and grades. Procedures for nominations to international positions are clarified. Directions for calculating joint G/FO credit have been updated.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--<http://www.dtic.mil/doctrine/jel/cjcsd.htm>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

9. Effective Date. This instruction is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:



V.E. Clark  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosures:

- A -- Manpower Structure
  - Appendix A -- Distribution Matrix for General/Flag Officers
  - Appendix B -- Example of Joint Tour Length Waiver
- B -- Personnel
  - Appendix A -- Example of Time-In-Grade Waiver for Retirement (For 1- and 2-star General/Flag Officers)
- C -- Training Requirements
  - Appendix -- Example of Capstone Waiver Requests
- D -- Joint General/Flag Officer Management
  - Appendix A -- Chronology of G/FO Authorizations
  - Appendix B -- Example of Nomination Package
  - Appendix C -- Nomination Coordination Matrix
  - Appendix D -- Example of Curriculum Vitae
- E -- Promotion Board Reports
  - Appendix A -- Example of Joint Promotion Statistics
  - Appendix B -- Example of Joint Representative Request
  - Appendix C -- Example of Promotion Board Package
- F -- References
- GL -- Glossary

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### LIST OF EFFECTIVE PAGES

The following is a list of effective pages for CJCSI 1331.01A. Use this list to verify the currency and completeness of the document. An "O" indicates a page in the original document.

PAGE	CHANGE	PAGE	CHANGE
1 thru 2	O	D-C-1 thru D-C-4	O
A-1 thru A-20	O	D-D-1 thru D-D-2	O
A-A-1 thru A-A-2	O	E-1 thru E-8	O
A-B-1 thru A-B-2	O	E-A-1 thru E-A-2	O
B-1 thru B-4	O	E-B-1 thru E-B-2	O
B-A-1 thru B-A-2	O	E-C-1 thru E-C-2	O
C-1 thru C-2	O	F-1 thru F-2	O
C-A-1 thru C-A-2	O	GL-1 thru GL-3	
D-1 thru D-10	O		
D-A-1 thru D-A-6	O		
D-B-1 thru D-B-2	O		

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## RECORD OF CHANGES

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# CHAIRMAN OF THE JOINT CHIEFS OF STAFF NOTICE

G/FO  
DISTRIBUTION: A, B, C, J, S

CJCSI 1331.01A CH 1  
15 March 1999

## CHANGE 1 TO CJCS INSTRUCTION 1331.01A

1. Holders of CJCSI 1331.01A, 1 April 1999, "MANPOWER AND PERSONNEL ACTIONS INVOLVING GENERAL AND FLAG OFFICERS," are requested to make the following changes:

### Page Substitution

#### Remove Old Page(s)

A-13 and A-14  
D-C-3 and D-C-4  
E-3 and E-4

#### Add New Page(s)

A-13 and A-14  
D-C-3 and D-C-4  
E-3 and E-4

2. Summary of the changes is as follows:

a. Corrects the type of general/flag officer joint duty assignments (JDAs) excluded from the fiscal year calculation of a Service's JDA tour length average.

b. Corrects the coordination required for assignment of an officer to the billet, Director, National Security Agency/Chief, Central Security Service.

c. Corrects the type of joint duty assignment waivers authorized for promotion to brigadier general/rear admiral (lower half).

3. When the prescribed action has been taken, this transmittal should be filed behind the record of changes page in the basic document.

4. This notice is approved for public release; distribution is unlimited. DOD components (to include the combatant commands), other Federal



15 March 1999

agencies, and the public may obtain copies of this notice through the Internet from the CJCS Directives Home Page--  
<http://www.dtic.mil/doctrine>. Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

For the Chairman of the Joint Chiefs of Staff:

A handwritten signature in black ink, appearing to read "S. Rippe", with a long horizontal stroke extending to the right.

STEPHEN T. RIPPE  
Major General, USA  
Vice Director, Joint Staff

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## ENCLOSURE A

### MANPOWER STRUCTURE

#### 1. Joint Duty Assignment List

a. The JDAL is a consolidated listing of all JDAs approved for a multi-Service or multinational command or activity that is involved in the integrated employment or support of the air, land, sea, space, and special operations forces of at least two of the three Military Departments. Such involvement includes, but is not limited to, matters relating to national security strategy, national military strategy, joint doctrine and policy, strategic planning, contingency planning, and command and control of combat operations under a unified command.

b. All joint organizations and activities will propose to the Director, Joint Staff (DJS), G/FO Matters Office (DJS G/FO), throughout the joint manpower process (JMP), additions, deletions, and changes to the JDAL affecting G/FOs, including changes of Critical Joint Duty Assignments. Changes of critical position designations may be approved only by the Secretary of Defense. Changes to duties or position title for 3- and 4-star positions require that the position be redesignated by the President as one of importance and responsibility under 10 USC 601.

c. Changes to the JDAL other than those reserved for the Secretary of Defense and the President may be made by the DJS G/FO and Office of the Secretary of Defense in accordance with procedures established by the Director, Joint Staff. The position management file of the Joint Duty Assignment Management Information System (JDAMIS) will constitute the official statement of JDA positions and will be modified only in consonance with the approval authority specified above.

#### d. Position Establishment Procedures

(1) Requests to establish G/FO JDA positions are submitted through the Chairman of the Joint Chiefs of Staff to the Secretary of Defense for approval. The Secretary may establish positions without prior certification; however, normal procedures require validation of the requirement before establishment of the position. The JDAL validation process is managed by the Assistant Secretary of Defense for Force Management Policy.

(2) Unless otherwise directed, G/FO JDAs are removed from the JDAL only after coordination with the activities involved and the

Services. After coordination, the Chairman recommends to the Secretary of Defense removal of the position. Once the removal is approved by the Secretary of Defense, the Director, Joint Staff, G/FO will remove the position from the JDAMIS position file.

2. Joint Duty Assignment (JDA). A JDA is an assignment to an approved JDAL position. Positions within an officer's own Military Department, assignments for joint education, joint training, or to overstrength or temporary positions in a joint organization do not fall within this definition.

3. Critical Joint Assignment (CJDA)

a. A CJDA is a position for which, considering the duties and responsibilities of the position, it is highly important that the occupant be particularly trained in, and oriented toward, joint matters. Critical designation is position dependent and will not change as incumbents change.

b. 10 USC 661(d)(3)(A) requires a substantial portion of G/FO JDAs be designated as critical. "Substantial" is defined as more than 50 percent of G/FO JDAs.

c. Heads of joint organizations and activities may submit requests to designate or undesignate JDAs as critical. Requests should be sent through the Chairman of the Joint Chiefs of Staff, via DJS G/FO, to the Secretary of Defense (ASD(FMP)).

d. Requests to designate a position as a CJDA must be fully justified. CJDA's are identified in a separate section of the G/FO portion of the JDAL. Changes will be incorporated during the annual JDAL update.

e. Critical positions are not necessarily the most key and essential billets in an activity. Considerations for designating a billet as critical include:

(1) Billet prerequisites. Avoid technical or specialized skill positions. Do not overlap with other CJDA's.

(2) Parity among Defense agencies.

(3) Distribution within the organization. Avoid deputies and vice positions when principal is critical.

f. CJDA Requirements. Only joint specialty officers (JSOs) may serve in a CJDA position. Incumbents must be joint specialists who are best fitted for the billets by virtue of requisite background.

(1) Reassignment of JSOs. Joint organizations and activities will not permanently reassign (other than for cause) JSOs filling critical JDA positions without the concurrence of the respective Service.

(2) Non-JSO in CJDA. By law, only JSOs may fill CJDA positions unless the Secretary of Defense grants a waiver. Under delegated authority, the Chairman of the Joint Chiefs of Staff may, on a case-by-case basis, waive the assignment of a non-JSO to a CJDA. Only the President may waive the requirement for G/FOs nominated for CJDA combatant commander positions.

4. Dual-Hat JDA. In a dual-hatted position, the incumbent officer has responsibilities to the officer's Service and to a joint, combined, or international activity. Approved dual-hatted positions are identified as such in the Blue Book (see paragraph 1, Enclosure D, for a description of the Blue Book). To be considered for a JDA, the dual-hatted position must meet the following criteria:

a. The applicable joint, combined, or international organization is listed on the JDAL as approved by the Secretary of Defense.

b. The incumbent officer is significantly involved in carrying out responsibilities to the joint, combined, or international activity.

c. The incumbent officer receives a performance evaluation or evaluation input from an officer of the joint, combined, or international organization or activity. The evaluation is included in the officer's official personnel records. Additional information such as a rating form, letter, or other formal correspondence from an official of the parent Service, addressing the officer's in-Service performance, may be attached to the performance report for the applicable rating period.

d. The officer is formally assigned to an authorized position in the joint, combined, or international activity.

e. The position to which the officer is assigned is documented on the JDAL as having been approved by the Secretary of Defense.

5. Cross-Department JDA. In this assignment, a G/FO serves full-time duties with another Military Department or with the armed forces of another nation. All the following criteria of the cross-Department definition must be met for a position to be recommended for inclusion on

the JDAL. The following must be met for a position to qualify as a cross-department JDA:

a. The position must meet the JDA definition, and the position to which the officer is assigned is documented on the JDAL as having been approved by the Secretary of Defense.

b. The incumbent must spend a significant amount of time involved in joint matters.

c. The incumbent must receive an official performance evaluation or evaluation input from an officer of the host Department. An evaluation from a Service that is a part of the host Department or host nation is included in the officer's official personnel records. The requesting Service may establish review procedures to ensure that performance evaluations comport with its policies and procedures.

d. The position must be approved in the requesting Service and have been transferred to an outside Department account, i.e., formally assigned to a position outside the Military Department. For officers assigned to another Military Department, this means assignment to a position in the Department where serving.

6. Service-Specific Joint Billets. The incumbent has responsibilities to the individual's Service and to a joint, combined, or international organization or activity. Such billets were incorporated within the JDAL at the request or concurrence of the Chiefs of the Services and have been documented on the JDAL as having been approved by the Secretary of Defense. These positions accumulate joint duty credit.

#### 7. US Delegation to the United Nations Military Staff Committee

a. Article 47 of the UN Charter provides for a UN Military Staff Committee (UNMSC), comprised of the chiefs of staff of the Security Council's permanent members or their representatives, to advise the Security Council. The Chairman of the Joint Chiefs of Staff, pursuant to 10 USC 153, has the responsibility for determining US representation to the UNMSC. 10 USC 711 provides that one officer from each Military Department may be appointed by the President, by and with the advice and consent of the Senate, as a senior member of the UNMSC. An officer so appointed has the grade of lieutenant general or vice admiral, as the case may be, while serving under that appointment.

b. The Director, J-5, has been designated by the Chairman of the Joint Chiefs of Staff as the CJCS representative pursuant to CJCS authority in 10 USC 153. The Director, J-5, may be appointed a senior



member per 10 USC 711 and entitled to the 37 USC 414 personal money allowance as a senior US member of the UNMSC. To assist the Chairman of the Joint Chiefs of Staff, representatives from the Joint Staff will be assigned additional duty as UNMSC representatives. Other representatives from the Joint Staff, Services, unified commands, and joint agencies will be assigned to augment the UNMSC when specialized assistance is required.

#### 8. Authorized Strength for General/Flag Officers on Active Duty

a. 10 USC 526(a) specifies the number of G/FOs not to be exceeded for each Service. They are as follows:

Army:	302
Navy:	216
Air Force:	279
Marine Corps:	<u>80</u>
TOTAL	877

b. 10 USC 526(b) provides that the Chairman of the Joint Chiefs of Staff may designate up to 12 G/FO positions that are JDAs for exclusion from the limits above. Officers in positions so designated shall not be counted for the purposes of those limitations. This authorization ceases on 1 October 2002.

c. DJS G/FO maintains a "headspace tracker" that reflects each Service's total G/FO strength and reflects O-9s and O-10s by name. Service GOMO/FOMOs are requested to update this information on a monthly basis.

#### 9. Distribution of Commissioned Officers on Active Duty in General/Flag Officer Grades. Per 10 USC 525:

a. No more than 50 percent of a Service's G/FOs may be above the grade of O-7.

b. No more than 15 percent may be above the grade of O-8.

c. Of that 15 percent, no more than 25 percent may be serving in the grade of O-10. A maximum of 32 active duty O-10s is authorized by 10 USC 528.

#### 10. Special Authorization and Exemptions

a. 10 USC 525 and 604(b) authorize officers serving as commanders of combatant commands, the Deputy Commander in Chief, US European

Command, and the Commander in Chief, US Forces Korea, to be in addition to the number that would otherwise be permitted for that officer's armed force for officers on active duty in grades above major general or rear admiral, as the case may be. These exemptions are allowable only if all four Services nominate an officer to be considered for the exempted position. These exemptions expire 30 September 2000. The law provides exemptions for officers serving in O-10 positions; however, the published intent (House Conference Report No. 103-701, page 697) is that the exemptions are to be used to fill those joint three-star positions that could not otherwise be filled after October 1, 1995 (due to the drawdown), without the provision.

b. Under 10 USC 525(b)(4)(B), the President may designate not more than seven positions within the Joint Staff (as set out in 10 USC 155) to be exempt from the prescribed ceiling on the number of lieutenant generals and vice admirals that a Service may have on active duty. This authority of the President may not be delegated.

c. The following four-star positions were previously authorized exemption status (from the limit of 32) by Congress:

- (1) Chairman of the Joint Chiefs of Staff.
- (2) Vice Chairman of the Joint Chiefs of Staff (VCJCS).
- (3) Deputy Director, CIA.

d. All exempt positions are included in the total authorized G/FO strength and are drawn from the authorized O-8 population.

e. A summary of the above authorizations and exemptions is shown in Appendix A.

## 11. The Chairman's Pool

a. The Service Chiefs agreed to "pool" a certain number of O-9 and O-10 entitlements with the 11 exemptions granted under 10 USC 525 to create a Chairman's "pool" for 11 O-10 and 18 O-9 joint positions. The agreement was approved by the Secretary of Defense on 29 December 1994.

SERVICE CONTRIBUTIONS TO CHAIRMAN'S POOL

	O-9	O-10
Army	3	5
Navy	3	2
Air Force	2	3
Marine Corps	0	0
TOTAL	8	10

b. The following O-10 positions are included in the Chairman's Pool.

- (1) Commander in Chief, US European Command.
- (2) Commander in Chief, US Atlantic Command.
- (3) Commander in Chief, US Central Command.
- (4) Commander in Chief, US Pacific Command.
- (5) Commander in Chief, US Southern Command.
- (6) Commander in Chief, US Space Command.
- (7) Commander in Chief, US Special Operations Command.
- (8) Commander in Chief, US Strategic Command.
- (9) Commander in Chief, US Transportation Command.
- (10) Commander in Chief, US Forces Korea.
- (11) Deputy Commander in Chief, US European Command.

c. The following O-9 positions are included in the Chairman's Pool.

- (1) Deputy Assistant Secretary of Defense, Military Personnel Policy.
- (2) Director, Ballistic Missile Defense Organization.
- (3) Director, Defense Logistics Agency.
- (4) Director, Defense Information Systems Agency.
- (5) Director, Defense Intelligence Agency.

- (6) Director, Defense Security Cooperation Agency.
- (7) Director, National Security Agency.
- (8) President, National Defense University.
- (9) Deputy Commander in Chief, US Atlantic Command.
- (10) Deputy Commander in Chief, US Central Command.
- (11) Chief of Staff, US European Command.
- (12) Deputy Commander in Chief, US Pacific Command.
- (13) Deputy Commander in Chief, US Space Command.
- (14) Deputy Commander in Chief, US Strategic Command.
- (15) Deputy Commander in Chief, US Transportation Command.
- (16) Chief of Staff, Allied Forces, Southern Europe.
- (17) US Military Representative to NATO Military Committee.
- (18) Deputy Chairman, NATO Military Committee.

## 12. Three- and Four-Star Headspace

- a. G/FOs using O-9 or O-10 headspace from the Chairman's pool must revert to Service headspace immediately upon relinquishing the joint position, except in the case of retirement.
- b. If an officer's last active duty assignment is a joint three- or four-star position, that officer will retain the joint headspace until retirement or the 61st day following departure from the billet. The replacement for that position may be frocked or may use Service headspace, but may not be promoted using Chairman's pool headspace until the retirement of the previous incumbent.
- c. Title 10, USC, section 601(b) provides that, pending retirement, the O-9 or O-10 grade may be held for no more than 60 days following departure from the position of importance and responsibility while awaiting retirement. The 60-day period begins to on the day the officer is relieved from the position. Beyond 60 days, the officer will revert to the permanent grade (normally two-star) until retirement at the grade approved by the Secretary of Defense. Should an officer exceed the

60-day headspace limit while awaiting retirement, that headspace will become available for the replacement on the 61st day.

d. Three- and four-star officers moving between joint positions will create a daisy chain effect with the headspace authorization. For example: the DCINC US Space Command (DCINC USSPACECOM) elects to retire and a 3-star general moves from the J-6, Joint Staff, as the backfill. If a 2-star is selected to become the J-6, that individual may not be promoted until the DCINC USSPACECOM retires (or the 61st day). If a 3-star general is selected to become the J-6, that individual will retain Service headspace until the DCINC USSPACECOM headspace becomes available.

### 13. Positions of Importance and Responsibility

a. Under 10 USC 601, the President may designate positions of importance and responsibility to carry the grade of general or admiral or lieutenant general or vice admiral. The President, by and with the advice and consent of the Senate, may also appoint an officer to the grade of general, admiral, lieutenant general, or vice admiral for service in a position of importance and responsibility. Nominations for appointment to three- or four-star grade and requests for designation of positions of importance and responsibility may be made concurrently. Requests for designation of positions of importance and responsibility only need to be made once; however, any changes to the position (such as title or duties) require that the original position be "undesignated" and the new position be designated as one of importance and responsibility.

b. All nominations for appointment to three- or four-star grade will be forwarded to the Secretary of Defense through the Chairman of the Joint Chiefs of Staff. Under 10 USC 601(d)(1), when an officer is recommended for initial appointment to three- or four-star grade, the Chairman shall submit an evaluation of the performance of that officer as a member of the Joint Staff and in other joint duty assignments to the Secretary of Defense.

c. The Chairman of the Joint Chiefs of Staff is authorized to nominate military officers for assignment to positions of importance and responsibility carrying four-star grade under 10 USC 604. These nominations will be processed in accordance with the provisions of DOD Instruction 1320.4 except that such nominations need not originate with the Secretary of a Military Department.

d. Under 10 USC 601(b), an officer appointed to three- or four-star grade will continue in that grade:

- (1) While serving in a position of importance and responsibility.
- (2) While under orders transferring to another position designated to carry the same or higher grade, beginning on the day assignment to the first position is terminated and ending on the day before the assumption of the second position.
- (3) While hospitalized, beginning the day of the hospitalization and ending the day discharged from the hospital, but not more than 180 days.
- (4) While awaiting retirement, beginning the day of relief from the position designated to carry said grade and ending the day before retirement, but not to exceed 60 days.

#### 14. Reallocations of General and Flag Officer Authorizations

a. Under the provisions of 10 USC 525(c), the President may approve the reallocation of three- and four-star entitlements by offsetting appointments between Services. Each appointment in excess of the applicable number in one Service must be offset by an equivalent grade reduction in another Service other than the Coast Guard.

b. The Secretaries of the Military Departments are required to include a statement in all nomination packages whether the proposed action will or will not result in the applicable Service exceeding the number of three-star or four-star authorized positions.

c. Appointments become effective upon Senate confirmation and assumption of a 10 USC 601 position. Any reallocated entitlement will terminate and revert to the appropriate Service upon termination of the assignment of the officer to that position. The Secretary of the Military Department may request the three- and four-star entitlement be reallocated to the same position or another position as part of a nomination recommendation submitted under the provisions of DOD Instruction 1320.4. The three- and four-star entitlement decision will accompany the CJCS performance evaluation and appointment recommendation sent to the President by the Secretary of Defense.

#### 15. Tour Lengths for Joint Duty Assignments

a. Under 10 USC 664(a), the tour length of a G/FO JDA will not be less than 2 years. The Secretary of Defense may waive the tour length in the case of any officer per 10 USC 664(b).

b. To receive credit for a joint G/FO tour, an O-7 must serve at least one full day in the JDA as a promoted (not frocked) G/FO. An O-6 assigned to an O-7 position serves a 36-month field grade tour unless otherwise designated.

c. Most G/FO JDAs are identified and managed as 2-year assignments. The tour length for most Defense agency directors is 3 years. Acquisition billets are governed by additional legislation that may require tour lengths of 3 or 4 years. Tour lengths for each G/FO JDA billet are clearly identified in the Blue Book.

d. Tour length is established by starting with the date the officer officially reports to the joint activity for duty. The tour ends when the officer is officially detached from the joint activity under permanent change of station orders. DJS G/FO will manage overlap and gap times. Leave en route to or from the joint activity outside the official attach and detach timeframe is not considered part of a joint duty tour. Officer evaluation reports are not to be used as a source document to ascertain tour dates. JDAMIS is the official source document.

e. The Services should submit a written request 180 days prior to the tour expiration (Appendix A) to request the extension of an incumbent G/FO in a nominative or rotational JDA beyond the required tour length. Service-specific positions that require 60 days or less extension of the incumbent may be authorized telephonically between the Service GOMO/FOMO and DJS G/FO. However, extensions of 61 days or more should be requested in writing 90 days prior to the expiration date of the required tour length to gain concurrence of the Chairman of the Joint Chiefs of Staff.

f. Under 10 USC 155, an officer who is assigned or detailed to permanent duty on the Joint Staff may not serve for a tour of duty of more than 4 years. However, the tour may be extended with the approval of the Secretary of Defense.

g. Joint organizations and activities will not permanently reassign (other than for cause) G/FOs filling JDA positions without the concurrence of the respective Service and the Chairman of the Joint Chiefs of Staff.

## 16. Tour Length Waivers

a. Under 10 USC 664(b), the Secretary of Defense may waive the tour length requirement on a case-by-case basis and award full or cumulative G/FO joint tour credit. The OSD/Joint Staff precedent for awarding full G/FO joint tour credit has been 14 months. Approval of such a waiver

requires the Services to maintain an overall G/FO joint tour average of not less than 24 months. The Secretary of Defense has delegated waiver approval authority to ASD(FMP).

(1) Waivers are considered on a case-by-case basis with the departing officer receiving full, cumulative, or no joint duty credit. Tour length waivers must be approved before an officer departs the joint organization.

(2) Waiver requests for early release from a JDA are initiated by the Military Services and forwarded from the Military Departments through the Chairman to the ASD(FMP) for action.

(3) The assignment of high-quality officers to joint organizations results in greater numbers of officers selected for promotion while serving in joint positions. Every effort must be made to keep these officers in joint positions--preferably in the same organization--until they complete a full tour or are promoted. Routine reassignment of selectees, without regard to the promotion dates, creates unnecessary turbulence and loss of continuity in the joint arena.

(4) Joint organizations and activities will coordinate on Service requests for tour length waivers for officers filling a JDA.

b. A fully documented JDA tour length waiver request should specifically address the areas listed below and substantiate why the officer should be released early. Requests stating that an officer is the best or only qualified officer should also contain sufficient supporting justification. Requests will contain the following specific information:

(1) Officer's grade, name, social security number, current JDA position (specify if it is a critical JDA), and date assigned.

(2) Assignment history including previous joint education and assignments. Specify when the officer was designated a JSO. Indicate if the officer received a JDA serving-in waiver for promotion to O-7.

(3) Concurrence of losing organization.

(4) Duty title of the officer's projected assignment; indicate if it is a JDA (joint-to-joint).

(5) Frocking date or projected promotion date (if applicable).

(6) Specific qualifications that make the requested officer uniquely qualified for the proposed assignment.



15 March 1999

(7) Impact on the officer and gaining organization if waiver is not approved.

(8) Availability of other qualified officers.

(9) Recommended departure date.

(10) Recommendation for full, cumulative, or no JDA credit, and the length of time the officer will have served in that JDA upon reassignment. Tour lengths are calculated on a day-to-day basis.

(11) Potential effect on Service's joint tour length average.

c. If a joint G/FO is promoted, and there is no JDA currently available within the organization that is commensurate with the G/FOs new grade, the officer may be transferred to another JDA. The tour length is excluded from the standards described in 10 USC 664(g)(4)(B). If the same G/FO serves a minimum of 10 months in the initial JDA, and serves long enough in the new JDA so that the cumulative service in both assignments is at least 24 months. The total cumulative service should be computed and reported.

d. OSD precedent has established policy authorizing "joint-to-joint" qualifying reassignments for G/FO selectees who are reassigned from a joint field grade tour to a joint G/FO tour.

e. The Secretary of Defense is authorized to grant G/FO joint tour credit on a case-by-case basis after a minimum of 14 months or more of service. GFO selectees, regardless of whether or not frocked to G/FO grade, will receive field grade credit, unless promoted to G/FO grade prior to transferring from the JDA. Precedence for field grade credit on a case-by-case basis has been 22 months or more.

(1) G/FO joint tour length waivers must be resubmitted for officers whose reassignment dates are earlier than approved by ASD(FMP). This is important if the officer received G/FO credit but failed to complete the assumed 14 months or more minimum requirement.

(2) If a joint tour length waiver was approved for less than 14 months (without awarding joint tour credit) and the joint tour dates change extending the tour beyond 14 months, a resubmission is required, prior to the reassignment, to obtain full joint tour credit. The Chairman of the Joint Chiefs of Staff may disapprove any resubmission

15 March 1999

requests seeking joint tour credit following the reassignment of the G/FO.

f. **Tour Length Waiver Submission Requirement.** Under 10 USC 664(a)(1), the length of a G/FO JDA tour shall be not less than 2 years. G/FOs who serve 24 months are considered to have served a full joint duty tour and can be released without a waiver. Officers who serve less than 24 months require a waiver. G/FOs are statutorily excluded from receiving the constructive credit authorized under 10 USC 664(h).

#### 17. Average Tour Lengths

a. 10 USC 664(e) stipulates joint average tour length requirements. The lengths of all G/FO JDAs, ending each fiscal year, are averaged by Service. These data are subject to exclusions covered in subparagraph (b) below.

b. Each fiscal year, the Services submit a name-by-name report of joint tour completions, tour lengths, and average tour lengths to USD(P&R). In computing the average length of JDAs for purposes of 10 USC 664(e), the Services may exclude JDAs in which the full tour of duty in the assignment is not completed because of:

(1) Retirement.

(2) Release from active duty.

(3) Suspension from duty.

(4) Reassignment for unusual personal reasons, including extreme hardship and medical conditions.

(5) Reassignment to another JDA immediately after promotion or as a result of the officer's position being eliminated in a reorganization.

c. Joint duty tour averages are based upon the actual number of days served by each G/FO transferred during the fiscal year, regardless of the administrative waiver requirements.

d. DJS G/FO will make all G/FO JDAMIS entries to ensure required personnel data (report and depart dates, internal realignments, etc.) are current and accurate.

18. **Qualifying Reassignment.** An authorized early release from a JDA without a tour length waiver must be either for:

a. Unusual personal reasons beyond the control of the officer or the Service (including hardships and medical conditions).

b. A reassignment to another JDA immediately after the officer was promoted to a higher grade if the reassignment was made because no JDA was available within the same organization that was commensurate with the officer's new grade; or the position was eliminated in a reorganization.

c. An immediate reassignment to another JDA due to elimination of the officer's position in a reorganization.

19. In time of war or national emergency declared by Congress or the President, the President may suspend the operation of any provision of sections 523, 525, and 526 of title 10 (10 USC 527) so long as such war or national emergency continues.

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APPENDIX A TO ENCLOSURE A

DISTRIBUTION MATRIX FOR GENERAL/FLAG OFFICERS

	Total	O-10	O-9	O-8	O-7	REMARKS
Army	302	11	34	106	151	10 USC 526
Air Force	279	10	31	98	140	
Navy	216	8	24	76	108	
Marine Corps	80	3	9	28	40	
Subtotal	877	32	98	308	439	
						Chairman's 12
Army	307	11	35	107	154	5
Air Force	282	10	32	99	141	3
Navy	220	8	25	77	110	4
Marine Corps	80	3	9	28	40	0
Subtotal	889	32	101	311	445	
10 USC 525(b)(3)		2		-2		CJCS/VCJCS
Subtotal	889	34	101	309	445	
10 USC 604(b)			11	-11		CINCs, USFK & DCINC EUCOM
Subtotal	889	34	112	298	445	
10 USC 525(b)(4)(b)			7	-7		Joint Staff
Subtotal	889	34	119	291	445	
10 USC 525(b)(3) note		1		-1		Dir or Dep Dir CIA
Total	889	35	119	290	445	

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APPENDIX B TO ENCLOSURE A

EXAMPLE OF JOINT TOUR LENGTH WAIVER

SECRETARY OF THE ARMY  
WASHINGTON

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: CHAIRMAN OF THE JOINT CHIEFS OF STAFF

Subject: Joint Tour Waiver

Under 10 USC 664, the Chief of Staff, US Army, and I request that the joint duty tour length requirement for Brigadier General John Smith, 123-45-6789, be waived and he be granted full general officer joint tour credit. He has been serving as Deputy Director for Force Structure and Resources, J-8, Joint Staff, since January 2, 199\_. We intend to reassign him as the Commandant, United States Army Command and General Staff College, Fort Leavenworth, Kansas, during June 199\_. He will have served 16 months of a 24-month tour upon his reassignment.

BG Smith is the most qualified individual currently available to serve in this billet. Failure to approve this waiver will result in an officer with less experience and qualifications assuming this important Army position. A career resume is attached.

The Army's current general officer joint tour length average is 25.5 months, and this waiver will not cause the Army's average for fiscal year 199\_ to fall below that required by law. With approval of this request, the overall fiscal year 199\_ tour length average is projected to be 25.1 months.

Signature of Secretary

Attachment

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ENCLOSURE B

PERSONNEL

1. Joint Duty Assignment Management System

a. JDAMIS is an automated management information system data base maintained by the Defense Manpower Data Center (DMDC) and managed by the Director for Manpower and Personnel, J-1, Joint Staff.

b. JDAMIS supports requirements of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 as amended. JDAMIS has two purposes:

(1) Provides in requisite detail and format the data required for the OSD annual (10 USC 113(c)) and semiannual (10 USC 662(b)) reports to Congress that pertain to the Goldwater-Nichols Act, Title 4.

(2) Provides information to assist the Services' active management of the joint officer community.

c. JDAMIS supplements existing Service manpower and personnel information systems by providing automated files reflecting the approved JDAL and personnel data on JSOs or JSO nominees, and on officers who have served or are serving in JDA billets, or on officers who have completed or are attending joint professional military education. The personnel data are only as accurate as the Service inputs that provide the information.

d. Data on G/FOs serving in JDAs are included in JDAMIS but are afforded more confidentiality. General users will not have the ability to access information concerning specific G/FOs. The data are available for analysis and reporting by the Services, OSD, and the Joint Staff.

2. G/FO Retired Recall. G/FO retired recalls temporarily appointed to the grade of O-9/O-10 must be reappointed by the President, with the advice and consent of the Senate.

3. Suspension from Duty. The Chairman of the Joint Chiefs of Staff may suspend from duty and recommend the reassignment of any Joint Staff officer, in accordance with 10 USC 155(f)(2). CINCs may suspend from duty and recommend reassignment of any officer in their command in accordance with 10 USC 164(g). All actions or communications

pertaining to a G/FO suspension or early reassignment will be conducted through the Chairman of the Joint Chiefs of Staff.

#### 4. Mandatory Retirement

a. Under the provision of 10 USC 637(b), a G/FO's mandatory retirement may be deferred for a period not to exceed 5 years, but not to extend beyond the first day of the month after the officer becomes 62 years of age.

b. The President may also defer retirement for officers serving in a position that carries the grade above major general/rear admiral to the first day of the month following the month the officer becomes 64 years of age. Under 10 USC 1251(b), not more than 10 age deferments may be in effect at any one time.

c. Services are encouraged to request deferment of a G/FOs mandatory retirement date until completion of the term of the assignment.

d. With limited exceptions, G/FOs do not remain on active duty beyond the age of 62.

e. Under 10 USC 635, brigadier generals/rear admirals (lower half), who are not on a selection list for promotion retire after completing 30 years of active commissioned service or 5 years in grade, whichever is later.

f. Under 10 USC 636:

(1) Major generals/rear admirals must retire after completing 35 years of active commissioned service or 5 years in grade, whichever is later.

(2) Lieutenant generals/vice admirals must retire after completing 38 years of active commissioned service.

(3) Generals/admirals must retire after completing 40 years of active commissioned service.

#### 5. Request for Early Retirement Time-in-Grade Waiver

a. Under 10 USC 1370(a)(2)(A) to voluntarily retire in a grade above major/lieutenant commander, officers must serve on active duty for 3 years in that grade (excluding frocked time). The Secretary of Defense may authorize the Secretary of a Military Department to reduce the

period to not less than 2 years in the case of retirements effective during the 9-year period beginning on 1 October 1990.

(1) The Secretary of Defense delegated approval authority for this provision to the Secretaries of the Military Departments, but waivers must be coordinated with the Chairman of the Joint Chiefs of Staff and DASD(MPP).

(2) The number of such waivers granted lieutenant colonels/ commanders through major generals/rear admirals may not exceed 2 percent of the authorized active-duty strength for that fiscal year for officers of that Service in that grade.

(3) The law does not restrict to the number of waivers granted for members in grades above major general/rear admiral. Appendix B provides an example of a waiver request.

b. With less than 3 years in grade, a voluntary retirement occurs at the next lower grade in which the officer served on active duty satisfactorily, as determined by the Secretary of the Military Department. The President may waive the 3-year requirement in cases involving extreme hardship or exceptionally unusual circumstances.

## 6. Evaluation of Duty Performance

a. 10 USC 164(e)(3) requires CINCs to evaluate the duty performance of each directly subordinate commander and to submit the evaluation to the Secretary of the Military Department concerned and the Chairman of the Joint Chiefs of Staff.

b. Individual Service regulations do not require officer evaluation reports on three- and four-star officers; however, if the officer meets the criteria of 10 USC 164(e)(3), an evaluation is required.

c. CINCs will evaluate the duty performance of directly subordinate commanders and will submit two original documents. One document will be submitted to the Chairman of the Joint Chiefs of Staff. The second document will be submitted to the Secretary of the Military Department through the Service chief of staff. Evaluations will normally be completed in accordance with Service directives. When Service directives do not require an evaluation, CINCs will prepare a narrative evaluation in letter format, which will be submitted after a minimum 180 days observation has occurred and:

(1) At the end of the month of the anniversary the CINC assumed command, or

- (2) Upon the rotation of the officer being evaluated, or
  - (3) Upon the departure of the CINC.
- d. Evaluations are not required when subordinate commanders retire.
- e. Reports submitted to the Chairman will be maintained by DJS G/FO until completion of active service of the rated officer, at which time the reports will be destroyed.

APPENDIX A TO ENCLOSURE B

EXAMPLE OF TIME-IN-GRADE WAIVER FOR RETIREMENT  
(FOR 1- AND 2-STAR GENERAL/FLAG OFFICERS)

DEPARTMENT OF THE ARMY  
OFFICE OF THE CHIEF OF STAFF  
WASHINGTON, DC

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL &  
READINESS)  
DIRECTOR, JOINT STAFF

Subject: Time-in-Grade Waiver Request for Early Retirement

1. The Secretary of the Army has been requested to approve a time-in-grade waiver for Major General James J. Smith to retire effective 1 June 199\_. This retirement requires an 11 month, 16 day waiver of the 3-year time-in-grade requirement as authorized under the provisions of 10 USC 1370(a)(2).<sup>1</sup>
2. In accordance with Deputy Secretary of Defense memorandum of 16 January 1991, request Joint Staff and OSD coordination.

/signature/

<sup>1</sup> This statutory authority of the Secretary of Defense to authorize the Secretary of a Military Department to reduce time-in-grade required for voluntary retirement to a period of not less than 2 years expires on September 30, 1999.

CJCS\_\_\_\_\_

OSD\_\_\_\_\_

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ENCLOSURE C

TRAINING REQUIREMENTS

1. Capstone

a. Under 10 USC 663, each officer selected for promotion to G/FO rank must attend a military education course designed specifically to prepare new G/FOs to work with the other Services.

b. No statutory time limit exists for attending CAPSTONE. However, DOD Instruction 1300.20 provides that O-7 selectees must attend the Capstone course within approximately 2 years after Senate confirmation of selection.

c. Services are responsible for coordinating CAPSTONE attendance. Attendance should occur prior to or after a JDA.

2. Capstone Waivers. The Secretary of Defense may waive the requirement on a case-by-case basis. Under 10 USC 663 and DOD Instruction 1300.20, the Secretary of Defense may exempt attendance under the following four categories.

a. When the officer was in a JDA just prior to selection and is thoroughly familiar with joint matters.

b. When necessary for the "good of the Service" (GOS).

c. When an officer's proposed selection is based on scientific and technical (Sci-Tech) qualifications for which joint requirements do not exist (see DOD instruction 1300.20).

d. When the officer is a medical, dental, veterinary, medical service, or biomedical science officer, or a nurse or chaplain.

3. Capstone Waiver Procedures. Requests for waiver of Capstone attendance will be submitted from the Secretary of the Military Department to ASD(FMP) through the Chairman of the Joint Chiefs of Staff. ASD(FMP) responds by memorandum to the Military Department and forwards a copy to DJS G/FO. Appendix A contains a sample waiver request.

4. National Defense University (NDU)

a. The President, NDU, recommends the size and composition plan for Capstone classes each year to the Deputy Director for Operational Plans and Interoperability, J-7, Joint Staff. The Deputy J-7 coordinates with the Services and approves the plan.

b. The point of contact for Capstone is the Deputy Director, National Defense University, Washington, D.C., telephone commercial: (202) 475-1473 or DSN: 335-1473; fax: (202) 475-1445 or DSN: 335-1445.



APPENDIX A TO ENCLOSURE C

EXAMPLE OF CAPSTONE WAIVER REQUESTS

DEPARTMENT OF THE NAVY  
OFFICE OF THE SECRETARY  
WASHINGTON DC

MEMORANDUM FOR THE ASSISTANT SECRETARY OF DEFENSE  
(FORCE MANAGEMENT POLICY)

Through: Chairman of the Joint Chiefs of Staff

Subject: Capstone Waiver Request for Officer Selected by the CY  
199\_/FY 199\_ Rear Admiral (Lower Half) Selection Boards

1. In accordance with 10 USC 663, request that the requirement to attend the Capstone course for new general and flag officers be waived in the case of RADM(L) John Jones, Jr., USN.
2. RADM(L) Jones is an engineering duty officer and was selected for his current grade by the CY 199\_/FY 199\_ Rear Admiral (Lower Half) Selection Board. He was granted a waiver for promotion to O-7 under the provisions of title 10 USC 619a(b)(2), based primarily upon scientific and technical qualifications for which joint requirements do not exist.
3. Since his promotion to flag rank, he has continued to serve in assignments consistent with his scientific and technical field. Therefore, request you grant a Scientific-Technical Capstone attendance waiver.

/signature/

Attachment  
Career Resume

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ENCLOSURE D

JOINT GENERAL/FLAG OFFICER MANAGEMENT

1. Blue Book

a. The "Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff" Listing (referred to as the Blue Book) is designed as a management tool for the Chairman of the Joint Chiefs of Staff, Service Chiefs, and their respective staffs.

(1) The "Blue Book" lists the joint and outside-Service positions of interest, exempted positions, and dual-hatted/cross-Department positions. The book contains information on tour lengths, Service rotation schedules, GOS waivers, and incumbents and is designated a sensitive document requiring close-hold treatment.

(2) DJS G/FO distributes the book quarterly to authorized joint organizations/activities holders, and the Services G/FO matters offices. All addressees are encouraged to submit updates, modifications, and corrections to maintain an accurate data base.

b. The Blue Book is divided into the nine organizational and administrative sections listed below.

- (1) Joint Staff.
- (2) Office of the Secretary of Defense.
- (3) DOD agencies.
- (4) Unified commands.
- (5) International commands and agencies.
- (6) Boards, colleges, and commissions.
- (7) Special activities.
- (8) Reserve officers
- (9) Statistics and index.

## 2. Position Descriptions (PDs)

a. DJS G/FO maintains PDs on all joint/outside-Service G/FO billets. Annually, all joint organizations and activities are requested to provide a typed description for each of their joint G/FO billets. Changes to billet duties or due to reorganization require new position descriptions upon effective date.

b. PDs should:

(1) Be sufficiently detailed to facilitate the nomination and selection of qualified general/flag officers to fill the position.

(2) Include all prerequisites such as foreign languages, special training, specific experience or education, security clearances, special designations (e.g., acquisition professional).

(3) Specify tour length if other than the standard 2-year joint G/FO tour.

(4) Contain only unclassified material.

(5) Be completed on JS Form 148, "Joint/Outside Service Billet Position Description." This form is available in electronic format.

## 3. Nomination of Chairman of the Joint Chiefs of Staff, VCJCS, CINCs, or Service Chiefs

a. Under 10 USC 152, the President appoints the Chairman of the Joint Chiefs of Staff by and with the advice and consent of the Senate. The Chairman serves at the pleasure of the President for a term of 2 years beginning on October 1 of odd-numbered years and may be reappointed in the same manner for 2 additional terms.

b. The President by and with the consent of the Senate may appoint an officer as Chairman of the Joint Chiefs of Staff only if the officer has served either as:

(1) The Vice Chairman of the Joint Chiefs of Staff.

(2) The Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, or the Commandant of the Marine Corps.

(3) The commander of a unified or specified combatant command.

- c. The President may waive the requirements of subparagraph b above in the national interest.
- d. In the event of the death, retirement, resignation, or reassignment of the officer serving as Chairman before the end of the term of appointment, an officer appointed to fill the vacancy shall serve as Chairman only for the remainder of the original term, but may be reappointed as provided for in 10 USC 152(a)(1).
- e. Under 10 USC 154, the President appoints the Vice Chairman of the Joint Chiefs of Staff by and with the consent of the Senate, from the officers of the regular components of the armed forces. The Vice Chairman serves at the pleasure of the President for a term of 2 years and may be reappointed in the same manner for 2 additional terms.
- f. In time of war, there is no limit on the number of reappointments of the Chairman or Vice Chairman of the Joint Chiefs of Staff.
- g. The Chairman, while so serving, holds the grade of general or, in the case of an officer of the Navy, admiral and outranks all other officers of the Armed Forces. However, the Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.
- h. The Vice Chairman of the Joint Chiefs of Staff must:
  - (1) Have the joint specialty under 10 USC 661.
  - (2) Have completed a full tour of duty in a JDA as a G/FO.
- i. The President may waive the requirements of subparagraph h above in the case of an officer if such action is in the national interest.
- j. The Vice Chairman will hold the grade of general or, in the case of an officer of the Navy, admiral, and outranks all other officers of the Armed Forces except the Chairman. The Vice Chairman may not exercise military command over the Joint Chiefs of Staff or any of the Armed Forces.
- k. The Chairman and Vice Chairman of the Joint Chiefs of Staff may not be members of the same Service except for limited periods of time to provide for orderly transition.
- l. Selection procedures for Service Chiefs are described in 10 USC 3033, 5033, 8033, and 5043. At a minimum, these officers must have significant experience in a JDA to include one full tour of duty in a G/FO JDA.

m. The President may waive the requirements of subparagraph l above if such action is in the national interest.

n. Officers nominated for combatant commander positions must be:

(1) A designated Joint Specialty Officer per 10 USC 661.

(2) Have served at least one full tour in a G/FO JDA.

o. The President may waive the requirements of subparagraph n above if in the national interest.

4. Nomination Procedures for Three- and Four-Star Positions

a. Under 10 USC 601(d)(1), the Chairman of the Joint Chiefs of Staff must submit to the Secretary of Defense a performance evaluation of the officer nominated by the President for an initial appointment to the grade of lieutenant general or vice admiral, or for an initial appointment to the grade of general or admiral.

(1) To assist the Chairman, the Services will provide a copy of the narrative portion of the officer's performance ratings while serving in a JDA or joint equivalent duty.

(2) Only SecDef-approved joint equivalent duty will be recognized when an officer is promoted to O-7.

(3) The Secretary of Defense will include the Chairman's evaluation when the recommendation for the appointment is submitted to the President.

(4) The Services should include only SecDef-approved joint equivalent assignments on an officer's career resume.

b. Nominations of individuals who do not meet title 10, USC requirements for the nominated position must include specific requests for waiver of the prerequisites.

c. Nominations are submitted to the Chairman of the Joint Chiefs of Staff from the Services through the Secretaries of the Military Departments. The Chairman will submit nominations through the Office of the Secretary of Defense to the President and ultimately to the Senate for confirmation. All G/FO nominations should contain an original and three copies of the following:

- (1) Secretary of the Military Department cover memorandum.
  - (2) Current IG/DOD check, not more than 60 days old.
  - (3) Draft memorandum to the President.
  - (4) Scroll.
  - (5) Resume.
  - (6) Press release.
  - (7) Photograph 8 X 10 glossy (3&4 stars only).
  - (8) Adverse Information Cover Sheets (if applicable).
- d. Dual-Hatted. If multiple positions exist, each must be specified in the nomination package.
- e. CINC, Head of US Element, and Head of Agency Comments. Upon receipt of Service nominations for a joint billet, DJS G/FO will solicit the recommendation/concurrence/comments of the CINC, head of the US element of an international command or staff, or head of an agency or OSD staff to whom the selected officer would be subordinate.
- f. Coordination. Certain joint positions require additional coordination. Appendix C is a matrix providing details concerning special coordination.
- g. Service Vote
- (1) The Services will vote upon nominees recommended for positions external to the Joint Staff.
  - (2) Three- and four-star nominations are voted upon by the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps.
  - (3) One- and two-star nominations are voted upon by each Service deputy chief of staff for operations or equivalent.
  - (4) Service votes are a matter of courtesy and not a requirement. The CJCS may eliminate this policy at any time.
  - (5) The DJS G/FO prepares vote slips for the three- and four-star nominations, on which the Service Chiefs initial their concurrence or

nonconcurrence. Telephonic responses for one- and two-star votes are recorded by DJS G/FO.

5. Joint Staff

a. 10 USC 155 requires that officers assigned to the Joint Staff shall be selected in approximately equal numbers from the Army, the Navy and Marine Corps, and the Air Force.

b. Normally, approximately 6 months prior to scheduled rotation, DJS G/FO will confirm with the appropriate Service its intent to move the incumbent.

c. DJS G/FO will solicit nominees from the Services.

d. The Chairman of the Joint Chiefs of Staff approves, without Service vote, selection of one- and two-star nominees for Joint Staff positions or positions that report directly to the Chairman. Upon CJCS approval of the nominee, the Director, Joint Staff (or CJCS for assignments requiring a JSO waiver), will forward a letter of acceptance to the respective nominee's Service, and DJS G/FO will return nomination packages to the Services of those officers not selected.

e. For Joint Staff three-star positions, the Chairman will review all nominations and forward his recommendation to the Secretary of Defense. The CJCS may elect to Service vote his recommended nominee. If a Service vote is omitted, DJS G/FO will advise the Service GOMOs/FOMOs of the Chairman's recommendation.

6. Combatant Commands

a. Under 10 USC 164(f), positions of responsibility on a combatant command staff shall be filled by officers from each Service that has significant forces assigned to the command.

b. Approximately 6 months prior to rotation, DJS G/FO will confirm with the appropriate Service its intent to move the incumbent.

c. DJS G/FO will solicit nominees from the Service(s) depending upon the nominative status of the billet.

d. All Service nominations will be forwarded to the appropriate CINC for recommendation to the Chairman of the Joint Chiefs of Staff.

e. The Services will vote on CINC-recommended nominations.



f. All nominations will be forwarded to the Chairman for approval. The Director, Joint Staff (or the Chairman for assignments requiring a JSO waiver), will advise the Service of the selection. The nominations of officers not selected will be returned to their Service GOMO/FOMO.

7. Nominative Status for CINCs and DCINCs. Secretary of Defense memorandum, 8 May 1986, "Nominations to CINC Position for the Unified Commands," approved the CJCS recommendation that the Service affiliation of all CINC and DCINC positions be nominative. Consequently:

a. All CINC positions are nominative.

b. All DCINC positions are nominative. The DCINC for US Forces Korea (a subunified command) is not a nominative position.

8. Office of the Secretary of Defense and Defense Agencies. The approval authority for positions in these organizations is the Secretary of Defense (delegated to the Director, Washington Headquarters Services).

a. Approximately 6 months prior to the designated month of rotation, DJS G/FO will confirm with the appropriate Service its intent to move the incumbent.

b. DJS G/FO will solicit Service nominees depending upon the nominative status of the billet.

c. For nominative billets, all Service nominations will be forwarded to the appropriate Under Secretary of Defense, Assistant Secretary of Defense, or Defense agency director for recommendation to the Secretary of Defense.

d. The Services will then vote on the recommended officer.

e. The Director, Joint Staff (or Chairman of the Joint Chiefs of Staff for assignments requiring a JSO waiver), will forward the nomination of the recommended officer to the Director, Washington Headquarters Services, for final approval. Upon approval by Washington Headquarters Services, the nominations of officers not selected will be returned to the Service GOMOs/FOMOs.

9. CINC NORAD

a. CINC NORAD is normally dual-hatted with USCINCSpace. In accordance with the NORAD Terms of Reference, the CINC and DCINC

will not be from the same country. Subsequent to signature by the President and prior to public announcement, the Assistant Secretary of Defense, International Security Affairs (ASD/ISA), will coordinate with the DOS to solicit Canadian Government approval of the nomination.

b. Traditionally, DCINCNORAD has been a Canadian Air Force 3-star general officer.

(1) To replace an incumbent DCINC, the Canadian Chief of the Defence staff submits a proposed replacement to the Chairman of the Joint Chiefs of Staff.

(2) The Chairman then solicits concurrence of the Joint Chiefs of Staff and forwards his agreement with the proposed assignment to the Canadian Chief of the Defence Staff.

(3) The Directorate for Strategic Plans and Policy, J-5, Joint Staff, coordinates the nomination with a copy of the completed package provided to DJS G/FO, ASD(ISA), and the DOS.

(4) The Chairman's agreement does not constitute US Government approval; a diplomatic note is sent from Canadian External Affairs to the US DOS to solicit US Government approval.

#### 10. SACEUR/USCINCEUR

a. No current NATO document specifies a particular nationality or Service for SACEUR.

(1) The original 1950s terms of reference for SACEUR had specified US nationality (without calling for a particular Service), but this specification has since been removed. The selection of a US officer as SACEUR is a tradition and not a requirement.

(2) However, following the term of the initial SACEUR, the North Atlantic Council (NAC) has asked the President of the United States to nominate a candidate for SACEUR, and the US Government determines the Service.

(3) Then NAC has approved the President's nominee.

b. For SACEUR nominations, the Ambassador to NATO provides the Secretary General the letter from the President of the United States seeking approval by the NAC Defense Planning Committee. Upon approval, a mutually acceptable date for public announcement is

established, and a simultaneous Washington-Brussels press release is coordinated.

11. Allied Command Europe (ACE). G/FO nominations to ACE appointments made to posts annotated as such in the JDAL. These billets include those that combine NATO and national duties.

a. All ACE G/FO assignments require the prior approval of the US Senior Officer. All nominations will include the curriculum vitae and will be submitted to the US National Military Representative (USNMR), SHAPE, for staffing.

b. SHAPE will undertake the administrative processing of all G/FO nominations for appointment to ACE positions.

c. Nominations for O-7/O-8 positions will be forwarded from the Director, Joint Staff, to the USNMR not less than 60 days prior to the desired date of the assignment to allow sufficient time for SHAPE to process the nomination.

d. Nominations for O-9/O-10 positions should be forwarded from ASD(ISA) to the USNMR not less than 4 months prior to the desired date of the appointment to allow sufficient processing time.

e. SHAPE will seek comments from the contributing forces' ministries of defense prior to SACEUR taking final action on a G/FO nomination for an appointment as commander at any headquarters in ACE, including combined NATO and national commands. If a reply is not received in 10 working days, concurrence will be assumed.

f. Three- and four-star nominations to ACE require OSD and White House approval before a formal nomination to SHAPE.

(1) After SecDef and White House approval, but prior to public announcement and Senate confirmation, OSD (NATO Policy Division) forwards the nomination to the USNMR, SHAPE, for submission to NATO ministries.

(2) Upon approval, USNMR informs OSD(ISA) by message with an information copy to DJS G/FO.

(3) Proposed public announcements are coordinated with SHAPE/PIO as CONFIDENTIAL: RELEASABLE TO NATO until regarded as unclassified upon public release by Washington-SHAPE.

(4) Press releases outside the formal NATO context are strongly discouraged due to international political sensitivities.

g. The Services will use the following guidelines to submit nominations involving one- and two-star joint duty and key positions for ACE:

(1) Nominations will be submitted in accordance with DOD Instruction 1320.4, subparagraph D1b, per the format in the Appendix.

(2) Each nomination should include complete biographical information.

(3) Nominations for positions in NATO will include a "curriculum vitae" in accordance with NATO regulations (ACE directive 45-1). Appendix D is a sample curriculum vitae.

h. After the Director, Joint Staff, receives ACE's formal acceptance, the Service will be notified by memorandum of the approval of the nominee.

12. Allied Command Atlantic (ACLANT). Assignment of all G/FOs to ACLANT will be coordinated by DJS G/FO with SACLANT prior to CJCS approval.

13. Three- and Four-Star Assignments Prior to Senate Confirmation. No written DOD or CJCS policy restricts assigning G/FOs prior to Senate confirmation; however, indications are that the Senate Armed Services Committee (SASC) does not view such assignments favorably. The Services may announce assignment decisions subsequent to Presidential approval; however, officers should not execute orders to the assignment until Senate confirmation.

14. Senate Confirmation. The SASC requires a 7-day holding period for all nominations, and may not act upon any nomination without having a full committee meeting to do so. SASC procedures and schedule limitations should be taken into account when projecting G/FOs confirmations. Past correspondence from the SASC indicates that DOD requests from the Department of Defense to alter confirmation procedures are not viewed favorably.

APPENDIX A TO ENCLOSURE D

CHRONOLOGY OF G/FO AUTHORIZATIONS

1. FY 1978 Defense Appropriation Authorization Act
  - a. Directed 6-percent reduction from 1,141 to 1,073.
  - b. Effective 1 October 1981.
  - c. Interim reduction of 1,141 to 1,119 from 1978 to 1981.
2. FY 1982 Defense Authorization Act
  - a. Directed final reduction of 1,073.
  - b. Service Distribution: A-412; N-253; AF-343; MC-65.
3. FY 1983 Defense Authorization Act. Authorized the Navy three additional officers serving as vice admirals (three-stars); not an increase in overall ceiling.
4. FY 1984 Defense Authorization Act
  - a. Continued the Navy's FY 1983 additional three-star allocations.
  - b. Authorized the Air Force one additional officer serving as a general (four-star); not an increase in overall ceiling.
  - c. Exempted the Director of the Intelligence Community Staff from grade percentage and number ceiling; permanent exemption contained in the FY 1984 Intelligence Authorization Act.
5. FY 1985 Defense Authorization Act
  - a. Continued the Navy and Air Force additional authorizations.
  - b. Authorized the Marine Corps two additional officers serving as lieutenant generals; one could be used as USCINCCENT; not an increase in overall ceiling.
6. FY 1986 and FY 1987 Defense Authorization Acts

a. Continued the six additional O-9/O-10 authorizations for the Navy, Air Force, and Marine Corps.

b. Provided that one of the Marine Corps' additional authorizations could be in the grade of general as USCINCCENT.

7. Anti-Drug Abuse Act of 1986

a. Authorized the Marine Corps an additional officer in the grade of lieutenant general while serving as the Director, DOD Task Force on Drug Enforcement.

b. Total additional authorizations in FY 1987 were 9 Navy (O-9s); 1 Air Force (O-10); 3 Marine Corps (2 O-9s, 1 O-10).

8. 20 June 1986 Deputy Secretary of Defense Reallocation

a. Directed the reallocation of 5 G/FO authorizations from both the Army and the Air Force (10 total) to the Navy and Marine Corps (5 each).

b. Contingent on the Navy and Marine Corps increasing their joint participation.

c. To be completed during FY 1987.

d. Postreallocation distribution: USA-407; USN-258; USAF-338; USMC-70.

9. FY 1988 Defense Authorization Act

a. Terminated the seven additional three- and four-star authorizations from FY 1987.

b. Provided a mechanism for the reallocation among the Services.

10. 2 May 1988 Presidential Reallocation

a. Responded to a CJCS request to the Secretary of Defense.

b. Reallocated two three-star authorizations from the Army to the Navy and one three-star authorization from the Air Force to the Marine Corps.

11. 11 May 1988 Deputy Secretary of Defense Decision Paper held the reallocation decision pending the results of congressional request for additional G/FOs.

12. Hay Study Senate Hearings, 10 August 1988. USD(P&R) advises of SecDef intent to submit legislation for increase of G/FOs.

13. December 1988-February 1989

- a. First Hay Study revalidation initiated.
- b. Joint Staff tentatively identifies potential growth and revised grade cut points.

14. Reallocation Discussion

- a. Assumptions.
- b. Hay-validated requirements (1,436) form the baseline.
- c. Joint/Outside-Service billets will be manned at 100 percent.
- d. Requirement to live within the 1,073 ceiling.

15. Navy Request. Navy requests additional five G/FO authorizations to allow growth of five O-9/O-10 spaces.

- a. Deputy CINCPAC Fleet.
- b. Deputy CINCLANT Fleet.
- c. NOP-094 Director of Space Command and Control.
- d. Two joint billets.

16. Secretary of Defense. Secretary authorizes five reallocations from Army to Navy.

- a. Army opposes changes.
- b. Navy intends to resurface issue under new administration.
- c. Air Force and Marine Corps neutral, object to any action that results in loss of their respective numbers.

17. 1992/1993 Defense Authorization Act. Requires Senate confirmation of the retirement of the Chief of Naval Operations and the Commandant of the Marine Corps.

18. 1994 Defense Authorization Act. Provisional waivers:

a. Serving-in waiver requires incumbent be in place 180 days prior to convening of the promotion board.

b. Nuclear propulsion waivers are extended for a period of 3 years, until 1 January 1997.

c. Joint equivalent waivers are limited to 20 percent with a 5 percent annual rampdown. Officers granted joint equivalent waivers and promoted to G/FO after 1 January 1994 must serve in a joint duty assignment prior to appointment to O-9.

d. Secretary of Defense is authorized to waive the initial JDA requirement for GOS waiver recipients until January 1999.

19. 1995 Defense Authorization Act

a. Increased the authorized strength for Marine Corps general officers on active duty after fiscal year 1995.

b. Limited the total number of O-10s to 32, unless otherwise exempted by law.

c. Authorized officers, while serving in the grade of general or admiral, as commanders of a combatant command; CINC, US Forces, Korea; or DCINC, US European Command to be in addition to the number that would otherwise be permitted for that officer's armed force for officers serving on active duty in grades above major general or rear admiral as the case may be.

d. Required the Chairman of the Joint Chiefs of Staff to submit to the Secretary of Defense a nomination from each Service for consideration and recommendation to the President for appointment to one of the positions listed in subparagraph 19c above.

e. Expiration of the 11 exemptions identified above was September 30, 1997.

f. Excluded the Superintendent of Naval Academy from counting toward number of senior admirals authorized to be on active duty for the during of the incumbent's tour only.



20. 1997 Defense Authorization Act

- a. Increased the authorized strength for Marine Corps general officers on active duty from 68 to 80.
- b. Extended the expiration date of the 11 exemptions identified in subparagraph 19c above to September 30, 2000.

21. 1998 Defense Authorization Act

- a. Imposed a 26.5 percent cap on the number of G/FOs who may serve in positions outside their Service. Requires the Secretary of Defense to submit a report annually to Congress listing G/FOs serving in dual-hatted (in-Service and outside-Service) billets and identifying those not counted for the purposes of this legislation.
- b. Directed the Secretary of Defense to establish two O-8 billets on the Joint Staff--the Assistant to the Chairman for National Guard Matters and the Assistant to the Chairman for Reserve Matters.
- c. Increased years of commissioned service for mandatory retirement of regular generals and admirals in grades above major general and rear admiral.
- d. Required the Defense Attaché in France to be in the grade of brigadier general or rear admiral (lower half).

22. 1999 Defense Authorization Act

- a. Increased the number of O-9 exempted positions on the Joint Staff from six to seven.
- b. Extended from October 1, 1998, to October 1, 2002, the authorization for the Chairman to designate up to 12 G/FO positions (Chairman's 12) to be excluded from G/FO limitations in 10 USC 526(a).
- c. Provided that the Chief, National Guard Bureau, is in addition to the number that would otherwise be permitted for that officer's armed force for officers serving above the grade of major general.

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APPENDIX B TO ENCLOSURE D

EXAMPLE OF NOMINATION PACKAGE

DEPARTMENT OF THE NAVY  
WASHINGTON, DC 20310

MEMORANDUM FOR THE SECRETARY OF DEFENSE

Through: Deputy Secretary of Defense  
Chairman of the Joint Chiefs of Staff

Subject: General Officer Nomination

We recommend the President assign Major General John A. Smith, USMC, age 49, as the Director for Strategic Plans and Policy (J-5), Joint Staff, Washington DC, a position of importance and responsibility previously designated to carry the grade of lieutenant general. Accordingly, we recommend the President nominate him for appointment to the grade of lieutenant general. We also recommend him to concurrently serve as the Senior Member of the Military Staff Committee of the United Nations. Major General Smith has been serving as the Military Assistant to the Secretary of Defense since March 1996. His mandatory retirement date is 30 June 2002, based on time-in-service limits for major generals.

In accordance with the provisions of title 10, United States Code, and DOD Instruction 1320.4, a proposed memorandum for the President is attached. Major General Smith is a graduate of the National War College. He has served in two joint duty assignments and has been designated as a joint specialty officer.

Investigative files and all systems of records maintained in the Department referring to this officer by name or identifying particulars, including Standard Form 278 (Financial Disclosure Report), have been reviewed since his last Senate confirmation. We find no evidence of conflict of interest or failure to adhere to required standards of conduct. Additionally, there is no evidence of misconduct nor, to our knowledge, is there a pending investigation of alleged misconduct by this officer.

This action will not cause the Department of the Navy to exceed the number of officers authorized in the Marine Corps to be serving in the grade of lieutenant general.

Commandant

Secretary of the Navy

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APPENDIX C TO ENCLOSURE D

NOMINATION COORDINATION MATRIX

G/FO POSITIONS REQUIRING COORDINATION/SPECIAL ACTION PRIOR TO PUBLIC ANNOUNCEMENT

<u>POSITION</u>	<u>LEAD OFFICE</u>	<u>CONTACT</u>	<u>TYPE OF ACTION</u>	<u>TIMING</u>
CINC USPACOM	ASD(ISA)	AOR countries	Courtesy notification	After POTUS signs
CINC USSOUTHCOM	ASD(ISA)	AOR countries	Courtesy notification	After POTUS signs
CINC USCENTCOM	ASD(ISA)	AOR countries	Courtesy notification	After POTUS signs
CINC UNC/USFK	ASD(ISA)	Korean Embassy	Formal coordination	After POTUS signs
CINC NORAD	ASD(ISA)	Canadian Embassy	Formal coordination	After POTUS signs
CINC ACOM/SACLANT	ASD(ISA)	State Dept NATO	Jt SecState/SecDef Memo Formal Coordination	Before SecDef signs After POTUS signs
ACOS P&P SACLANT	JCS	ACLANT PersO	Coord with SACLANT	Before CJCS signs
COMSTRIKFLTANT	JCS	ACLANT PersO	Coord with SACLANT	Before CJCS signs
COMSUBACLANT	JCS	ACLANT PersO	Coord with SACLANT	Before CJCS signs
COMSTANAVFORLANT	JCS	ACLANT PersO	Coord with SACLANT	Before CJCS signs
DCINC/COS IBERLANT	JCS	ACLANT PersO	Coord with SACLANT	Before CJCS signs
CINC EUCOM/SACEUR	ASD(ISA)	State Dept NATO	Jt SecState/SecDef Memo Formal Coordination	Before SecDef signs After POTUS signs

XO to SACEUR	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
ACoS/Ops & Log, SHAPE	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
Chief, Pol Req Br, SHAPE	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
DCOS, ARRC	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
COS, HQ AFNE	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
ACOS Ops, AIRNW	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Dir Ops, AFCENT	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
COMLANDCENT	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources**	After POTUS signs
COS LANDCENT	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources**	After POTUS signs
ACOS Ops, LANDCENT	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
COMAIRCENT	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources**	After POTUS signs
CINC AFSOUTH	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources*	After POTUS signs
COS AFSOUTH	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources*	After POTUS signs
ACOS P&P AFSOUTH	JCS	USNMR, SHAPE	Coord with ACE Resources*	Before CJCS signs
DepCdr, LANDSE	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
COMSTRIKFORSOUTH	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources**	After POTUS signs
DepCdr STRIKFORSOUTH	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Cdr, Allied Subs Med	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs

15 March 1999

COMMARITIMEAIRMED	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
COMAIRSOUTH	ASD(ISA)	USNMR, SHAPE	Coord with ACE Resources**	After POTUS signs
Dep Cdr 5ATAF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Dep Cdr 6ATAF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
COMSTANAVFORMED	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Cdr NAEWF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Cdr E3A Comp NAEWF	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Cdr ACE Mob For LAND	JCS	USNMR, SHAPE	Coord with ACE Resources**	Before CJCS signs
Dep Chmn, NMC	ASD(ISA)	US Del NMC	Formal coord with NMC	After POTUS signs
US Del NATO Mil Cmte	JCS	US Del NMC	Courtesy notice to NMC	Before submission to OSD
Dir/Dep Dir CIA	CIA	US Senate	Nomination to Intel Cmte	Concurrent w/military nomination to SASC
DAS, Mil App, DoE	JCS	AS for Def Prog, DoE WHS	Concurrence Final Approval	Before CJCS signs After CJCS signs
Dir, DIA	JCS	Dir, CIA/ASD C3I	Concurrence	Before CJCS signs
Dir, DLA	JCS	USD A&T	Concurrence	Before CJCS signs
Dir, DISA	JCS	ASD C3I	Concurrence	Before CJCS signs
Dir, DSCA	JCS	USD P	Concurrence	Before CJCS signs
Dir, BMDO	JCS	USD A&T	Concurrence	Before CJCS signs

15 March 1999

Dir, NIMA	JCS	Dir, CIA/ASD C3I	Concurrence	Before CJCS signs
Dir, NSA/Chief CSS	JCS	Dir, CIA/ASD C3I	Concurrence	Before CJCS signs
DepDir, DTRA	JCS	USD A&T	Concurrence	Before CJCS signs
All OSD Staff (1- & 2-star)	JCS JCS	Approp USD/ASD WHS	Concurrence Final approval	Before CJCS signs After CJCS signs
Defense Agency Staff (below Director)	JCS	Agency Director WHS	Concurrence Final approval	Before CJCS signs After CJCS signs

\* 5-day silence procedure for NATO coordination

\*\* 10-day silence procedure for NATO coordination



APPENDIX D TO ENCLOSURE D  
EXAMPLE OF CURRICULUM VITAE

**BIOGRAPHICAL SKETCH**

**Nomination for Post: Assistant Chief of Staff, Land Forces Central Europe**

Post No:	CI OPS 001	Effective Date:	July 1998
Name:	JOHN M. SMITH		
Rank/Service:	Brigadier General (Select) USA	Date of Rank:	1 December 1995 (Colonel)
Nationality:	US	Marital Status:	Married

**DETAILS OF RECENT APPOINTMENTS HELD:**

	<b>DATES (MON/YR)</b>	<b>APPOINTMENT</b>	<b>UNIT/HQ</b>
1.	Jul 96 - Present	Executive Assistant	Commander in Chief US Southern Command Miami, FL
2.	Jul 93 - Jul 95	Commander	Division Artillery 25th Infantry Division (Light) Schofield Barracks, HI
3.	Jun 91 - Jul 93	Senior Observer/Controller	US Army Joint Readiness Training Center Little Rock Air Force Base, AR
4.	May 89 - May 91	Commander	1st Battalion 4th Field Artillery 2d Infantry Division Eighth US Army Korea
5.	Jun 85 - May 87	Executive Officer	XVIII Airborne Corps Artillery XVIII Airborne Corps Fort Bragg, NC

**MAIN COURSES ATTENDED (CIVILIAN AND MILITARY):**

<b>DATES (MON/YR)</b>	<b>TITLE OF COURSE</b>	<b>LOCATION</b>
1972	BS Degree Business Administration	Ohio State University
1978	MS Degree Systems Management	University of Washington
Jun 88	Armed Forces Staff College	Norfolk, VA
Jun 95	US Army War College	Carlisle Barracks, PA

**Details of Promotions:**

**Language Proficiency:**

<b><u>Date</u></b>	<b><u>Rank</u></b>
5 Jun 72	2LT
5 Jun 74	1LT
5 Jun 77	CPT
3 Mar 83	MAJ
1 Dec 90	LTC
1 Dec 95	COL

**Experience as per Job Description:**

1. Essential - Brigadier General (Select) Smith is considered extremely qualified for this assignment based on his extensive experience in operational planning and training through numerous assignments. In addition to his current position, other qualifying assignments include, Commander, Division Artillery, 25th Infantry Division (Light), Schofield Barracks, Hawaii; Senior Observer Controller, Joint Readiness Training Center, Little Rock Air Force Base, Arkansas; Commander, 2-319th Field Artillery Battalion, Fort Bragg, North Carolina; Executive Officer, 18th Field Artillery Brigade and XVIII Airborne Corps Artillery, Fort Bragg, North Carolina; and Logistical Assessment Officer and Operational Research Analyst, US Army Logistics Center, Fort Lee, Virginia.
2. Desirable - Brigadier General (Select) Smith is a graduate of the Armed Forces Staff College and the US Army War College.

## ENCLOSURE E

### PROMOTION BOARD REPORTS

1. DOPMA. The Defense Officer Personnel Management Act (DOPMA), PL 96-513, became effective 15 September 1981.

a. Before DOPMA, promotions were temporary and regular as well as determining pay and insignia. Permanent promotion status conferred tenure.

b. After DOPMA, officers on the active duty list selected for second lieutenant through major general hold a single, permanent grade.

c. Retirement for years of service:

(1) Regular brigadier general/rear admirals (lower half). Under 10 USC 635, appointment to regular grade of O-7 provides pay, insignia, and tenure to 30 years of service or 5 years time in grade, whichever is later.

(2) Retirement for years of service: regular major general/rear admirals. Under 10 USC 636, appointment to regular grade of O-8 provides pay, insignia, and tenure to 35 years of service or 5 years time in grade, whichever is later.

2. Promotion Policy Objectives for Joint Officers (10 USC 662)

a. Officers who are serving in or have served on the Joint Staff are expected, as a group, to be promoted at a rate not less than the rate of officers of the same armed force in the same grade and competitive category who are serving in or have served in the headquarters staff of their armed force; i.e., Joint Staff versus Service headquarters.

b. Officers who have the joint specialty are expected, as a group, to be promoted at a rate not less than the rate for officers of the same armed force in the same grade and competitive category who are serving in, or have served on the headquarters staff of their armed force; i.e., joint specialty officer versus Service Headquarters.

c. Officers who are serving in or have served in joint duty assignments (other than those covered in subparagraphs 2(a) and 2(b) above) are expected to be promoted at a rate not less than the rate for all officers of the same armed force in the same grade and competitive category; i.e., other joint duty versus board average.

3. Joint Representation on Selection Boards. 10 USC 612 requires that selection boards convened under 10 USC 611(a) include at least one joint duty officer currently serving in a JDA when the board considers officers who are serving in or have served in JDAs. The Chairman of the Joint Chiefs of Staff must designate such officers from Service nominations as joint selection board members for G/FO promotion boards. At a minimum the nomination package must include:

- a. Name and current assignment of nominee.
- b. Indication of Service coordination and approval from the nominee's immediate supervisor as to availability and concurrence of the assignment by the CINC, head of US element of an international command or staff, or head of an agency to whom the nominee would be subordinate.
- c. The Secretary of Defense may waive the joint officer member requirement for any Marine Corps selection board.

4. Promotion Categories

a. Joint Staff, JSO, Other Joint Duty. 10 USC 662 requires tracking and reporting of selection rates for officers who are serving in, or have served on the Joint Staff; JSOs; and officers who are serving in or have served in other joint duty assignments. Joint Staff officers and JSOs are compared to selection rates for a Service headquarters; other joint duty officers are compared to the board average.

b. Office of the Secretary of Defense. This category is a matter of policy, directed by the Secretary of Defense. It is not reportable to Congress. The OSD category rate is compared to the Service headquarters rate.

c. Serving-In. This category reflects officers presently serving, regardless of duration, in a joint duty assignment or Service headquarters position.

d. Have-Served. This category represents officers who were no longer assigned to a JDA or Service headquarters when the board convened.

(1) Every officer must be tracked and reported through their next promotion consideration following reassignment from the JDA or Service headquarters tour.

15 March 1999

(2) This category will include officers selected for promotion to their current grade (O-6) who served as O-6 selects and left their joint assignment without being promoted to O-6.

(3) Statistics should reflect the date of each officer's selection board and not the date of rank.

(4) Officers who are "have-served" are tracked only until their first in-zone promotion consideration after leaving the JDA or headquarters assignment.

e. In-Zone. For G/FO boards without zone designation (i.e., Above, In, and Below Zones), "in-zone" refers to the first time an officer is considered for the next higher rank. This constitutes initial eligibility, regardless of selection opportunity, year group, etc.

f. Other Joint Duty. This category reflects all other joint duty assignments. It specifically excludes officers serving or that have served on the Joint Staff and JSOs but includes OSD.

#### 5. Promotion Statistics

CY-98 Major General Joint Promotion Statistics Competitive Category									
ACTIVITY	SERVING-IN			HAVE-SERVED			CUMULATIVE		
	# CON	# SEL	% SEL	# CON	# SEL	% SEL	# CON	# SEL	% SEL
Joint Staff (no exclusions)	1	1	100%	5	4	80%	6	5	83%
JSOs (no exclusions)	X	X	X	X	X	X	42	23	55%
Other JDAs (exclude JS/JSOs)	1	0	0%	8	6	75%	9	7	78%
OSD (no exclusions)	2	0	0%	0	0	0%	2	0	0%
SVC HQS	8	5	63%	12	10	83%	20	15	75%
BD AVG	X	X	X	X	X	X	73	34	47%

15 March 1999

## 6. Title IV, Promotion Waiver Provision

a. Per 10 USC 619a, an officer may not be promoted to O-7 unless the officer has completed a full tour of duty in a JDA.

b. The Secretary of Defense may waive the above when:

(1) Joint Duty Assignment Pre-1987. The officer has completed a joint duty assignment that began before 1 January 1987 and served for a period of sufficient duration (not less than 12 months) that was considered a full tour of duty by the officer's service under policies and regulations in effect on September 30, 1986.

(2) Scientific and Technical. The officer's selection for promotion was based primarily upon scientific and technical qualifications for which sufficient joint requirements do not exist.

(3) Professional. The officer is a medical, dental, veterinary, or medical service or biomedical science officer, or a nurse, chaplain, or judge advocate.

(4) Serving-In. The officer has served in a JDA for not less than 2 years during which the officer is selected for promotion to the grade of brigadier general or rear admiral. To qualify for this waiver, the officer must have completed 180 days in the JDA on the day the selection board convenes; and the officer's total consecutive service in JDAs within that immediate organization is not less than 2 years.

(5) Good of the Service. The officer is selected without joint experience and SecDef waiver determines that such promotion is necessary for the good of the Service.

## 7. Scientific and Technical Categories

a. DOD Instruction 1300.20 provides that the ASD(FMP) may waive the JDA prerequisite for officers in certain scientific and technical fields.

b. Officers granted scientific/technical waivers for compliance of the law for promotion to O-7 must serve continuously in the specialized field. If assignment to other duty is anticipated, the individual will be required to first serve in a JDA.

c. Categories listed in DoD 1300.20 are as follows:

(1) Scientific.

- (a) Chemical.
- (b) Oceanography.
- (c) Weather.
- (d) Engineer.
  - (1) Civil Engineer Corps.
  - (2) Engineering duty officer.
  - (3) Aeronautical engineering duty officer.
  - (4) Scientific and development engineer.

(2) Technical

- (a) Acquisition professional career fields.
- (b) Aviation maintenance.
- (c) Comptroller/finance.
- (d) Education and training.
- (e) Law enforcement/military police.
- (f) Missile maintenance.
- (g) Ordnance.
- (h) Public affairs.
- (i) Research and development program management.
- (j) Services.

8. Administrative Processing. To expedite the processing of all promotion board reviews, precoordination of statistics and joint tour waivers by DJS G/FO is recommended prior to the formal submission of the board results to the Secretary of the Military Department. Once DJS G/FO receives the board report, all corrections will be coordinated with the Service via the Secretary of the Military Department.

9. Requirements for Promotion Board Package. Appendix A is an example of a promotion board package. Three copies should be provided to OSD (Correspondence and Directives); however, only the original and one copy are forwarded to the Chairman of the Joint Chiefs of Staff. At a minimum, the package must contain:

- a. The Secretary's memorandum to the Chairman.
- b. The entire selection board report (including precept).
- c. List of officers considered who are currently serving or have served on the Joint Staff.
- d. Selection board joint statistics.
- e. Selection list with career resumes of selects.
- f. Chairman's letter designating joint representative.
- g. Joint duty assignment waivers requested.
  - (1) Completed full joint tour. (no waiver required).
  - (2) JDA before 1987 (Pre-87).
  - (3) Scientific/Technical (Sci/Tech).
  - (4) Professional.
  - (5) Serving-in (show date assigned to JDA).
  - (6) GOS.
- h. Adverse material and adverse material summary.
- i. The Secretary of Defense requires the following for all promotion packages:
  - (1) Scroll.
  - (2) Press release.
  - (3) Current IG check on all nominees, not more than 60 days old.
  - (4) Draft memorandum to the President.



- (5) Acquisition corps statistics.
  - (6) Ethnic and racial profile statistics.
  - (7) Promotion board Report for Deputy SecDef approval.
  - (8) Promotion board proceedings.
10. Secretary of Military Department Action. 10 USC 618(b)(1) requires a Secretary of a Military Department whose selection board considered officers who are serving or who have served in JDAs to submit the report of the selection board to the Chairman of the Joint Chiefs of Staff.
11. Chairman of the Joint Chiefs of Staff Action. Section 618(b)(2) directs the Chairman of the Joint Chiefs of Staff to review and determine:
- a. The selection board acted consistent with the guidelines of the Secretary of Defense under 10 USC 615(c) to ensure that selection boards gave appropriate consideration to the performance in joint duty assignments of officers who are serving, or have served, in such assignments.
  - b. The selection board otherwise gave appropriate consideration to the performance of officers who are serving, or have served, in JDAs.
  - c. After reviewing the report, the Chairman of the Joint Chiefs of Staff returns the report, with his determinations and comments if the board results are consistent with the intent of the act, to the Secretary of the Military Department.
  - d. If the Chairman of the Joint Chiefs of Staff determines that the board failed to appropriately consider to the SecDef guidelines under 10 USC 615(c), the Secretary of the Military Department may:
    - (1) Return the board report with Chairman of the Joint Chiefs of Staff determinations and comments to the selection board for further proceedings.
    - (2) Convene a special selection board in accordance with 10 USC 628.
    - (3) Take other appropriate action to satisfy CJCS concerns.
  - e. If after completion of all stated action the Secretary of the Military Department and the Chairman still disagree, the Secretary concerned

will indicate the disagreement, and the reasons for such disagreement, as part of the transmittal of the report of the selection board to the Secretary of Defense for appropriate action. Such transmittal, by law (10 USC 618(b)(5)), must include any CJCS comments.

APPENDIX A TO ENCLOSURE E

EXAMPLE OF JOINT PROMOTION STATISTICS

ACTIVITY	SERVING-IN			HAS SERVED			TOTAL		
	CONS	SEL	%SEL	CONS	SEL	%SEL	CONS	SEL	%SEL
JOINT STAFF <sup>1</sup>									
JSO <sup>2</sup>									
OSD (Include JSOs) <sup>3</sup>									
SERVICE HQs <sup>4</sup>									
OTHER JOINT DUTY (Exclude JS & JSO) (Include OSD) <sup>5</sup>									
BOARD TOTAL									

<sup>1</sup>Joint Staff. Anyone serving or who has served since the date of last promotion board. Includes officers who are JSOs. FY 1994 Defense Authorization Act modified requirements for serving-in. To qualify for "Serving-In" waiver an officer must serve 180 days in position prior to the date the promotion board convenes. Any officer, regardless of time, is included for statistical comparisons if serving on the Joint Staff.

<sup>2</sup>JSOs. Only officers approved for designation of joint specialty officer, excluding nominees.

<sup>3</sup>OSD. Policy only. Not reported to Congress. Any officer serving in or who has served in OSD, regardless of JSO designation.

<sup>4</sup>Service Headquarters. This category constitutes all elements on a Service Headquarters Table of Organization.

<sup>5</sup>Other Joint Duty. Any officer serving in a joint duty assignment other than Joint Staff and who is not a JSO.

There are situations where one officer may fall into several categories. For example, a JSO who is currently serving on the Joint Staff and has served in a Service headquarters.

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APPENDIX B TO ENCLOSURE E

EXAMPLE OF JOINT REPRESENTATIVE REQUEST

DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS UNITED STATES AIR FORCE

MEMORANDUM FOR THE CHAIRMAN OF THE JOINT CHIEFS OF  
STAFF

Subject: Joint Duty Representative for CY-9\_ Active Brigadier  
General Selection Board

1. In accordance with 10 USC 612, request the Chairman approve the appointment of Major General E. E. Cunningham, USAF, to serve as the joint representative on the Air Force CY-9\_ Brigadier General Selection board scheduled to convene on \_\_\_\_ (date) \_\_\_\_.
2. Major General Cunningham is a Joint Specialty Officer who is currently serving as the Vice Director, Joint Staff. He has been contacted and is available to serve. Vice Admiral D. Jones, Director, Joint Staff, is aware of this request and concurs.
3. Major General Cunningham's service resume is attached.

/signature/

Enclosure

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APPENDIX C TO ENCLOSURE E

EXAMPLE OF PROMOTION BOARD PACKAGE

Promotion Package enclosures:

- a. Secretary of the Military Department memorandum to the CJCS.
- b. Selection board report (membership, precept, etc.).
- c. Nomination list.
- d. Joint Staff eligibles.
- e. Joint statistics.
- f. Joint representative designation letter (copy).
- g. Joint duty waiver summary.
- h. Career resumes.
- i. Adverse material with summary.

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ENCLOSURE F

REFERENCES

- a. DOD Directive 1300.19, 9 September 1997, "DoD Joint Officer Management Program"
- b. DOD Instruction 1300.20, 20 December 1996, "DoD Joint Officer Management Program Procedures"
- c. DOD Instruction 1320.4, 14 March 1995, "Military Officer Actions Requiring Approval of the Secretary of Defense or the President, or Confirmation by the Senate"
- d. Title 10, United States Code, sections 151, 152, 154, 155, 164, 525, 526, 528, 601, 604, 612, 614 through 619a, 625, 638 through 640, 661 through 668, 704, 711, 1370
- e. ACE Directive 45-1, 26 September 1994, "Military Personnel Management and Administration" w/SHAPE Supplement 8 August 1996
- f. Blue Book, "General/Flag Officer Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff"

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## GLOSSARY

- Assignment - The position in an organization to which an officer permanently belongs for manpower accounting purposes. Temporary duty (TDY) with other organizations does not alter the officer's permanent assignment status.
- Blue Book - General/Flag Officer Joint/Outside-Service Positions of Interest to the Joint Chiefs of Staff (referred to as the Blue Book). It is published quarterly and lists all G/FO positions identified on the JDAL. The book is divided into eight sections and reflects all pertinent data applicable to the position and the incumbent.
- Combatant Command Position. A category of positions defined by the Chairman of the Joint Chiefs of Staff. Incumbents of those positions are responsible for unified command and control of combat operations or operations other than war.
- Critical Joint Duty Assignments (CJDA). Designation of a "JDA position" for which, considering the duties and responsibilities of the position, the incumbent should be previously experienced and educated in joint matters, or at a minimum, the position would be greatly enhanced by such an incumbent. Critical positions are not necessarily the most key and essential billets in an activity. Critical positions are proposed by heads of joint activities, approved by the Assistant Secretary of Defense for Force Management Policy (ASD(FMP)) with the advice and assistance of the Chairman of the Joint Chiefs of Staff, and documented in the JDAL. Critical positions are filled by Joint Specialty Officers unless waived by the Chairman of the Joint Chiefs of Staff.
- Earliest Replacement Date. The date a G/FO position is scheduled for turnover. It includes time considerations for training, fleet-ups, etc. The initial date is the standard tour length for that billet. Interim changes occur due to extensions, retirement, or projected tour length waivers.
- Full Joint Duty Credit. Per title 10 United States Code, Section 664(f) (10 USC 664(f)), a tour or accumulation of tours of duty in JDAs that meet all legal requirements, including qualifications for selection to O-7 and designation as a Joint Specialty Officer.

**Joint Duty Assignment (JDA).** An assignment to a designated position in a multi-Service or multinational command or activity that is involved in the integrated employment or support of the land, sea, and air forces of at least two of the three Military Departments. The preponderance of the officer's duties involves producing or promulgating national military strategy, joint doctrine, joint policy, strategic plans or contingency plans, or to commanding and controlling operations under a combatant command. Assignments in an officer's own Military Department or assignments for joint education or joint training or to overstrength and/or temporary positions are not covered by this definition. Medical officers, dental officers, veterinary officers, medical service officers, nurses, biomedical science officers, chaplains, and judge advocates may not be assigned to a JDA position. The joint positions designated for such officers are excluded from this definition regardless of the position description.

**Joint Duty Credit.** Full joint duty credit is the joint credit designation granted for the completion of a tour, or accumulation of tours, of duty in a JDA that meets all statutory requirements. Cumulative joint duty credit is the joint credit designation granted for continuous time served in a JDA of at least 10 months but less than the duration needed to qualify for full joint duty credit.

**Joint Specialty Officer (JSO).** An officer designated by the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff, who is educated and trained in joint matters and has completed the requirements for "JSO" designation.

**Key Assignment.** A position of importance that warrants consideration by the CJCS. These positions are of significant responsibility within joint organizations and activities and, as such, deserve review by the CJCS. They are NOT JDAs (not listed on the JDA List) and do not accumulate G/FO joint duty credit as defined by law. Such positions are identified in the Blue Book as "Key" under the Service rotation column.

**Manpower Actions.** Additions, deletions, or modifications to positions on manning documents, or to the document itself, that authorize the assignment of personnel.

**Nominative (NOM) Position.** All Services participate in providing nominees to be considered for the position. There is no specific rotation. The best-qualified officer will be selected, regardless of Service affiliation.

Restrictive Nominative (RN) Position. The most restrictive selection process because of technical prerequisites of a position. The functional requirements of the position limit one or more Services from participating.

Rotational (ROT) Position. Some or all of the Services may participate in filling a specific position in a predetermined order. Service participation in staffing rotational G/FO positions not only ensures critical positions of importance remain filled, but also permits each Service to maximize its long-range assignment planning strategy. Services assume the responsibility to meet requirements of rotational positions both fulfilling complete tours and having qualified candidates ready for rotation.

Service Rotation. The participation schedule of the Services in staffing particular G/FO positions. There are four types of Service rotations: nominative, restrictive nominative, rotational, and Service specific.

Service Specific (SS) Position. A single Service is designated to continuously fill a specific position.